MASTER OF SCIENCE IN LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT

AN EXAMINATION OF INDIVIDUAL INFLUENCES ON HONOR CONCEPT VIOLATORS AT THE U.S. NAVAL ACADEMY

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The purpose of this research is to examine the factors that increase the likelihood of midshipmen to commit violations of the Naval Academy's Honor Concept. Specifically this research examines whether, while accounting for other factors, midshipmen who are admissions exceptions (low test scores, etc.) more frequently commit honor violations.

DoD KEY TECHNOLOGY AREA: Manpower, Personnel, and Training

KEYWORDS: Naval Academy, Honor Concept, Honor Code, Midshipmen, Cheating, Honor

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AN ASSESSMENT OF THE JUNIOR OFFICER CRYPTOLOGICAL CAREER PROGRAM (JOCCP) IN RELATION TO THE MARINE CORPS SIGNALS INTELLIGENCE COMMUNITY

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This thesis assesses the Marine Corps' involvement in the Junior Officer Cryptological Career Program (JOCCP) and the effects that the program is having upon the Marine Corps Signals Intelligence community. The history and details of the JOCCP are presented, along with a review of two previous studies. The thesis analyzes the promotion and retention data of program graduates, the interview data from 14 program graduates, and the interview data from 13 senior officers associated with the program or its graduates. Findings indicate that the JOCCP has met its goals of educating career-oriented cryptologic officers for the Marine Corps and that it has a positive impact upon the Marine Corps Signals Intelligence Community.

Findings also indicate that the Marine Corps' utilization of JOCCP graduates is not optimal and that the program may have a negative impact upon graduates' promotion and retention. Detailed recommendations are offered to extend the positive impact of the program and to rectify shortcomings.

DoD KEY TECHNOLOGY AREAS: Electronic Warfare, Manpower, Personnel, and Training

LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT

ASSESSMENT AND EVALUATION OF THE EMPLOYMENT OF THE MIDSHIPMAN INFORMATION SYSTEM (MIDS) AS A PERFORMANCE MEASUREMENT TOOL BY COMPANY OFFICERS AT THE UNITED STATES NAVAL ACADEMY

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This research first examines the use of the Midshipmen Information System (MIDS) by faculty, staff and midshipmen as a performance measurement tool at the United States Naval Academy. Specifically, this project examines how Company Officers use MIDS to measure the performance and development of the midshipmen over time, what metrics they believe are important to midshipmen development, how current MIDS functionality meets the needs of end users and recommendations for improvement of the overall system. Research includes interviews of faculty, staff and midshipmen on their use of MIDS, an online survey given to all Company Officers and a detailed analysis of current performance measurement models in use today. Once this data was collected, a system capability analysis of MIDS and the WebIntelligence ad-hoc query software was completed. These results are included in an appendix that can be used by all Company Officers as a training guide to ensure more effective use of their time.

The findings of this research allow the United States Naval Academy in general and the Company Officer specifically to more fully understand the importance of performance measurement in continually improving the development of midshipmen.

DoD KEY TECHNOLOGY AREA: Manpower, Personnel and Training

THE ROLE OF THE COMPANY OFFICER AT THE UNITED STATES NAVAL ACADEMY

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This thesis is an exploratory study into the role of the Company Officer at the United States Naval Academy. Specifically, this thesis briefly documents the historic role of the Company Officer and further examines how the Company Officers from the 2000-2001 timeframe perceive themselves either contributing or not contributing to the mission of the United States Naval Academy. The author conducted 30 questionnaires on the 30 Company Officers stationed at the Naval Academy during this period. In this questionnaire, the author specifically wanted to address the Company Officers' daily routines along with the Company Officers' perceptions on how they lead and mentor midshipmen. In addition, the author wanted to uncover some of the Company Officers greatest hindrances in the execution of their duties and their recommendations for improvement. The information gathered from the questionnaires enabled the researcher to glean four overall findings. Three of these findings discuss impediments to the Company Officer job, and the last finding addresses the overall perception Company Officers have about their job.

Finally, the data retrieved from this study suggests that although the Company Officer billet is contributing to the overall mission of the United States Naval Academy, there is still room for improvement.

DoD KEY TECHNOLOGY AREA: Manpower, Personnel, and Training

KEYWORDS: Leadership, Leadership Development

A STATISTICAL ANALYSIS OF THE IMPACT OF MARITAL STATUS ON NUCLEAR SUBMARINE OFFICER RETENTION
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This thesis develops multivariate logit models to estimate the impact of marital status and the independent effect of dependent children on nuclear submarine officer retention beyond the minimum service requirement (MSR). Using data from the Navy History Promotion File, the Naval Officer Fitness Report Summary File and the Officer Loss File, logit models are specified to analyze the probability of nuclear submarine officer retention beyond the MSR. The probabilities are modeled as functions of marital and dependency status, commissioning source, undergraduate major, age and early performance evaluations. The findings reveal that being married with dependent children at the O-3 promotion board, being older at commissioning, being commissioned via an enlisted commissioning program and being recommended for accelerated promotion at least once as an O-2 are all positive indicators of submarine officer retention beyond the MSR. Being commissioned via the Reserve Officer's Training Corps (ROTC) and the Officer Candidate School (OCS) are negatively associated with submarine officer retention. Based upon the research results, recommendations are made to conduct further research to determine retention elasticities of submarine officers based on dependency status to determine the most cost-effective means of improving junior officer retention.

DoD KEY TECHNOLOGY AREA: Manpower, Personnel and Training

KEYWORDS: Submarine Warfare, Retention